

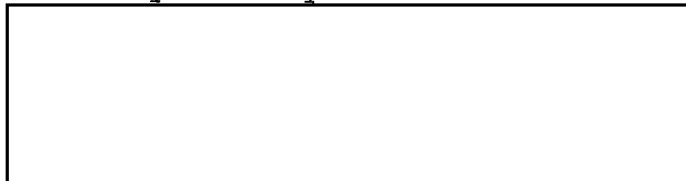
22 May 1981

MEMORANDUM FOR: Policy and Evaluation Staff/OP

ATTENTION : 1006 Ames Bldg.

SUBJECT : Proposal to Conduct an Inventory of Agency
Managerial Resources

Per our discussion on 30 April, here is a copy of my
recommendation to inventory the professional managerial
resources within the Agency. Thank you for your assistance.



~~Administrative - Internal Use Only~~A PROPOSED INVENTORY OF MANAGERIAL RESOURCESBackground

It has been said many times over the years that the Agency has an unusually fine cadre of employees. They are of high intellectual ability and moral character, loyal to the Agency, dedicated to its mission, and willing to endure repeated or protracted personal and family hardships at the request of the Agency. In fact, they represent the type of career employee that any manager or administrator would dearly love to have working under him.

The personal and professional qualities attributed to Agency employees are probably not exaggerated. The former can be accounted for largely by the selective screening process used on new employees and the conscious efforts to develop these qualities over the years. The professional qualities may have been enhanced by some features by the Agency's line of work and environment which made a career challenging, fun and rewarding. The satisfaction of a challenging, rewarding career must have outweighed the hardships of the job for most of our employees over the years, and provided the satisfaction (benefits) needed to stimulate highly motivated individuals to invest the extra time, energy and determination to accomplish the job in a highly professional manner.

The nature of our new employees is changing. Their personal characteristics are still exemplary, and they are equally capable of outstanding professional careers as their predecessors. Their attitudes and sense of values are different from their most senior

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colleagues, however. They are more skeptical, more professionally mobile, and more demanding. Their motives are not identical to those of their senior coworkers. They are less willing to blindly accept hardships on the premise that it is for the good of the country. They require different rewards to compensate for the pains of family and personal hardships, and salary is inadequate reimbursement if other intrinsic rewards are absent.

The nature of the profession is changing also. The mystique which was traditionally associated with intelligence and which helped make it a profession, has been largely stripped away. The case officer, formerly cloaked in anonymity, operates in an increasingly hostile environment and is likely to find his name and cover position revealed in the open press. His relationship with cover organization personnel is frequently strained, and overseas benefits have eroded to the point where it is an economic hardship to go overseas. To top it all off, he can't even guarantee the security of his agents. In other directorates, officers face increasing outside scrutiny of their motives, procedures and decisions. Analysis is fraught with discouragements and seems to have endless review and coordination cycles. The administrative burden on contract efforts increases steadily, and the general level of administrative control and condescending attitude toward employees become depressing.

Agency managers and administrators face a distinct challenge today and in the future. They must believe in the goals of the Agency and fully understand its needs. In addition, they must be sensitive and sympathetic to the needs of today's employees, and must find and

implement ways to reward, develop and satisfy these needs. In the same sense that a craftsman's care of his tools is indicative of his pride in a job well done, a commitment to the welfare of the firm's employees is indicative of commitment to the goals of the organization. Unless managers meet both these demands, the level of dissatisfaction among both employees and administrators will increase and the level of productivity will decline.

In short, today's managers must be more than competent analysts, engineers or case officers. They must become competent, professional managers of people above all else. They need to have the theory, the concepts, and the techniques of management at their immediate disposal, for to expect them to operate effectively without these basic tools, i.e., out of ignorance, is self-defeating and patently unfair to the employees, the Agency, and the managers.

If employees are willing to devote their careers and lives to the goals of the organization, they deserve no less than competent, professional management and respect for them and their abilities. To expect employees to function, develop and prosper under managers who are neither educated in nor knowledgeable of the nature, functions and complexities of management is unrealistic, yet that appears to be the trend in many agencies today.

Creating temporary fixes to adjust the near-term performance of an organization is not always synonymous with a true desire to improve the long-term performance and health of the organization. Particularly in government agencies, it is too easy to seek visible near-term improvements and lose sight of the long-term needs of the organization. However, the cumulative effect of short-term

adjustments without an integrated long-term plan is endless turmoil and eventual disillusionment of employees and managers. Thus, the short-term approach often signals the demise of the future health of the organization. It is in the interest of the long-term growth and health of this Agency that the inventory of managerial resources is proposed.

The Inventory

The purpose of this inventory is to develop a consolidated data base containing background information on the Agency's present managerial staff. The inventory will seek details on factors related directly to managerial performance, particularly formal education in management or administration, training or development courses, self study, and relevant managerial or administrative experience. It will also ask for information on events which led to their appointment to a managerial position, their evaluation of management position, their evaluation of management practice in their component, and their professional needs, future goals, and career development strategy.

The completed inventory would be very useful to senior Agency administrators. It could be used in the following ways:

- to understand the range of professional managerial talent available in the Agency.
- to identify variations in managerial talent among directorates. (This could lead to inter-directorate assignments for professional development purposes).
- to identify specific concerns, and patterns of concerns, among managers.
- to provide a background for formulating possible

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future policies and organization revisions.

- to identify ways of improving the productivity, overall efficiency, or work climate of the Agency.
- to assess the need for a staff function responsible for developing the managerial resources of the Agency.
- to identify incentives that would effectively stimulate managers to improve their managerial capabilities.

A questionnaire devised specifically for this inventory would be used. Portions of standard questionnaires may be readily adapted to this purpose; this would have to be investigated further. Some of the information is, perhaps, contained in various Agency files already, but the effort required to locate and extract this data would be disproportionate to its utility; requesting this data anew from each respondent would insure currency, timeliness and comprehensiveness.

The following categories of information would be requested in the questionnaire:

- Formal education in management or administration, isolated courses, undergraduate degree, graduate degree(s), specialty, current program of study.
- Training in management or administration, Agency training courses, external training (military, government, other).
- Self study efforts.
- Management development programs.
- Managerial experience (or administrative).
- Career path, professional education, training, work assignments.

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- Original career/professional goal.
- Events leading to position as a manager.
- Plans and attitudes about career and management prior to role as manager.
- Plans and attitudes since becoming a manager (career plans, goals).
- Assessment of the practice of management in your office.
- Recommendations regarding:
 - identification and selection of managers
 - training of managers
 - utilization of managerial skills
 - development of managerial talent
- Comments on training in management provided by Agency, other sources.
- Comments on the relationships between actual job requirements and requirements suggested by education/training.

The questionnaire would be unclassified, done anonymously, and require less than one hour of each respondent's time to complete.

The Proposal

It is proposed that the Agency immediately undertake this effort to inventory its managerial resources as an aid to promoting the efficiency, productivity and long-term health of the organization.

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5/81

"Key" Items

PRA review
NSA/CIA comp
CS concept
NSA/CIA program
program goals/pragmatism

Review 9/2/81

FOREWORD

Federal employees, both military and civilian, deal with an extremely wide range of issues, programs, and activities which touch the lives of every citizen. Over the past decade, the number and complexity of Government programs have increased dramatically, while at the same time the number of Federal employees has slightly decreased. Whether these trends continue is open to debate, but one thing seems certain; in the future all Government program managers will be under continuous pressure to produce more with fewer resources. This means that program managers will also have to become more effective personnel managers.

This study identifies and describes what we believe are the critical personnel issues facing Federal managers over the next several years. It was originally prepared as an internal guide to focus our work in dealing with Federal personnel management and compensation issues. Our work in the military area will be directed to evaluations that address:

- How military manpower mobilization policies, procedures, and practices can be improved to insure that the quality and quantity of trained people are available in the event of an emergency.
- What changes are needed in armed forces training, assignment, and utilization policies and practices to assure better use of those people already in the services.
- What can be done to attract and retain the desired quality and quantity of people needed in the services.
- How military compensation systems can be improved.
- How military support activities affecting the quality of military life can be better managed, and how they can be improved to assure that they are equitably distributed and contribute to accomplishing the military mission.

In the civilian area our work will be directed to evaluations that address:

- What can be done to better assure the effective use of work force planning.
- How staffing systems can be made more responsive, efficient, and cost effective.
- How training and development programs can be improved and used more effectively.

from GAO Report "Management and Compensation of Military and Civilian Defense Work Forces: Issues for Planning"
(FPCD-81-26, January 2, 1981)

- Whether performance appraisal systems can be used to make equitable personnel decisions, including pay decisions.
- What impact labor relations programs and other employer/employee relationships have on organizational performance.
- Whether the Government's programs to insure ethical conduct of its employees are adequate.
- Whether civilian employee compensation is comparable to compensation packages in the private and non-Federal public sectors.
- Whether the new Federal personnel management agencies are successfully carrying out their missions.
- How the Government's systems for performing personnel management research can be improved.

We hope that others will find this study helpful and that it will foster a better understanding of Federal personnel management issues. The study was developed by the Federal Personnel and Compensation Division with the cooperation of and input from other GAO divisions and offices.

Questions regarding the study should be directed to Mr. Jim Johnson, Issue Area Planning Coordinator, by calling (202)275-5918.

H. L. Krieger

H. L. Krieger
Director
Federal Personnel and
Compensation Division

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As Requested	For Correction	Prepare Reply
Circulate	For Your Information	See Me
Comment	Investigate	Signature
Coordination	Justify	

REMARKS

FYI - a potential topic for evaluation.
 2½ pages of comments track almost exactly with our
 "policy agenda" item of the employee of the 80's,
 seems to me. I'm hoping things with our new boss(es)
 will get sorted out soon so that I/we can do some
 project planning...

STAT

I think we can start now.

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As Requested	For Correction	Prepare Reply
Circulate	For Your Information	See Me
<input checked="" type="checkbox"/> Comment	Investigate	Signature
Coordination	Justify	

REMARKS

At Darbe's request I talked with the writer of the attached. At the end of the discussion I asked that he prepare his proposal in writing. He's done a good job, and I believe has touched a sensitive nerve in the Agency i.e. concerns about the quality of Agency management. I believe the matter should be pursued.

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